



US Army Corps
of Engineers®

HEADQUARTERS
DIRECTORATE OF MILITARY PROGRAMS AND
DIRECTORATE OF CIVIL WORKS
PROGRAMS MANAGEMENT DIVISIONS

PROGRAMS MANAGEMENT NEWS

VOLUME II ISSUE 2

JULY / AUGUST 1999

This Publication Is Issued On A Bi-Monthly Basis.

FRED & STEVE'S NOTE

Dear Colleagues,

This is the second issue of the PM Newsletter. It is actually a newsletter **containing information of interest to ALL** USACE employees. After all, each and every one of us contributes to the delivery of quality projects within the time frames and cost limits we collectively help establish. And, we are not just referring to our folks on the Project Development Teams for our Military, Civil, Environmental and other projects.

We are also referring to; the lock operators who help pass commerce through our waterway systems in a timely and efficient manner, the logisticians who provide for the transportation and other needs of the Corps, our secretaries who help keep all the bosses moving in a some what straight line and out of trouble (as best they can), and to the rest of us who recognize that the people of the Corps are her strength and without them (you), the Corps would fail.

We thank each of you for the things that you do for the Nation, your families and yourselves and especially for the Corps. You can take justifiable pride in knowing each of you play an important role in achieving the success that we enjoy.

This is your newsletter and we will see that each Corps employee receives an electronic copy of each issue. We will also post a copy on our respective homepage's. We trust you will find them interesting and useful.

Fred Caver, P.E. & Steve Browning, P.E.
Chiefs of Programs Management Divisions
Directorates of Civil Works & Military Programs §

FY 2000 CIVIL WORKS PROGRAM

Mr. Brad Price, P.E., P.M.P., CECW-BD

Each year between January and June, we perform the annual ritual of completing testimony for the House and Senate on the Civil Works Program request for the following Fiscal Year. This year it is for FY 2000. This includes preparation of the transcripts of the Hearings with answers and other information for the many questions that are asked by members of Congress.

This was my first year to oversee the process and pull all of the relevant information together. To say it scared me a little would be an understatement. There are easily over a 1,000 people who each play, to a greater or lesser degree, a very important part in this process. Each of the pieces fit together like a puzzle until the complete package is bundled up and sent to Congress.

To each of you who helped, I extend my personal thanks for a job well done!! It was a quality effort that we completed on time!! As Congressman Packard, the Chairman of the House Subcommittee on Appropriations said in his remarks at the close of the House Hearing, **“Well, this has been a very, very good hearing, incidentally. We have really appreciated not only the forthrightness, but the thoroughness of your (Corps) testimony and the answers.”**

One of our HQ folks in Regulatory Functions summed up the attitude that I believe prevails throughout the Corps when he said to me; **“It’s our job to support this effort each year and it is incumbent upon each of**

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us to do a good job in a timely manner. We are here to serve in any way we can.”

Thanks again to all of you that supported this very successful effort!! §

PROJECT MANAGEMENT HELPS CORPS TEAM SOAR

By Ms. Elizabeth Slagel with contributions from Mr. Mark Kessinger, Huntington District, Public Affairs

Project management isn't rocket science. However, the **Huntington District recently used the project management business process to put together a multi-district team** for a job with the National Aeronautics and Space Administration (NASA).

In February the Corps got word that their proposal to develop a plan to decontaminate and decommission a dormant NASA nuclear reactor facility located in Sandusky, Ohio was accepted. Mark Kessinger, leader of the Corps team that worked on the proposal, said the team is currently writing a decommissioning plan that will be reviewed by NASA and the Nuclear Regulatory Commission (NRC).

“If we do a good job on writing the plan, hopefully NASA will ask us to do the actual work,” Kessinger said. This work consists of dismantling the nuclear reactor at a cost of \$65 million.

Chief of NASA's Environmental Management Office, Pete McCallum, said the reactor was used to test rocket propulsions with nuclear energy and effects of radiation on spacecraft. “In the early sixties, the big thing was to get to the moon. Chemical propulsions enabled you to do this, so nuclear energy was put on hold,” McCallum said.

NASA held onto the reactor with the possibility of still using nuclear energy. Later the NRC and NASA decided the facility would be best kept in safe storage to give radioactive materials with a short half-life time to decay, he said.

Today, NASA is ready to dismantle the nuclear reactor while the Corps writes the plan and stands ready to do the work. Continuing the second phase with the Corps would benefit NASA by established relationships and continuity, according to the Corps' written proposal.

Kessinger said, “The Corps would benefit by adding another decontamination and decommissioning job to its resume` and possibly future work with NASA.” **“We are trying to position the Corps to be the leader for this type of work.”**

NASA approached Headquarters USACE about the possibility of the Corps doing the work while announcing the project to the private sector in the “*Commerce Business Daily*,” Kessinger said.

Our selling point with NASA was the Corps' strong Project Management Business Process, our successful work on decommissioning a reactor for the Army at Watertown, Mass. and assisting the Department of Energy (DOE) with decommissioning reactors at Argonne Ill. and Hanford, Wash., he said.

The nuclear reactor sits on the 6,400 acre Plum Brook site where Huntington District has worked with ordinance removal left over from a World War II Department of Defense explosives manufacturing plant.

Huntington District was chosen to take the lead on the project because of its locality, ongoing involvement with Plum Brook (where the project is located) and partnership with Federal Energy and Technology Center (FETC), Kessinger said.

Since Huntington doesn't have all the capabilities to do the job, Kessinger was responsible for pulling a Corps-wide virtual team together, which he will lead. The team consists of key people from the New England District who led the Corps efforts to decommission the Army's Research Laboratory Reactor in Watertown, Mass., and from the Huntington District who provided support on the decommissioning efforts for the U.S. Department of Energy's Hanford C-Reactor and Argonne's Chicago Pile 5 Reactor.

Other team members are the Louisville District, the Great Lakes and Ohio River Division's environmental design center which will be responsible for environmental aspects of the project and serve as the project's contracting agent. The Hazardous, Toxic and Radioactive Waste Center of Expertise in Omaha is providing additional environmental expertise.

Should NASA ask the Corps to execute the decommissioning plan and dismantle the reactor facilities, the Buffalo District would staff the on-site project office and manage the construction contractor and the Kansas City District would execute the off-site disposal of low-level radioactive wastes through its contract with Envirocare of Utah, Kessinger said.

Another key team member is the DOE's Federal Energy Technology Center. FETC is the DOE's lead agency for decommissioning the nation's nuclear weapons complex and has directly participated in seven major decommissioning projects.

This team will communicate by telephone, e-mail, video teleconferencing and meet on a regular basis.

While putting men on Mars could be the future of NASA, **cleaning up such sites could be the future of the Corps** if all goes well. Kessinger said the

Department of Energy, Army and Navy have nuclear reactors that need decontaminated and decommissioned. "We didn't even dream of NASA owning one." "This puts us in a position to be on the cutting edge of decontamination and decommissioning work."

McCallum said, **"Obviously, we've been very impressed with the professionalism and the eagerness of the Corps to do a good job. We've heard a lot of good things about the Corps' project management."**

Use of nuclear energy for space travel is still a possibility, McCallum said. "If you want to get to some place like Mars in decent time, you would want to use nuclear energy." Although the Plum Brook nuclear reactor is outdated, NASA has other reactor sites that can be used to test nuclear energy.

Kessinger said, NASA's Plum Brook site still has four other active laboratories that simulate the space environment, test rocket engines and simulate Mach 5 through Mach 7 velocities.

"In the future, we must build teams with the right skills and expertise from various districts and laboratories throughout the Corps. This will enable us to meet our customer's specific needs and complement our strong project management and construction management capabilities," Kessinger said.

The decommissioning plan is scheduled to be complete and turned over to the NRC for review by December 1999. Dismantling of the reactor is scheduled to be complete by 2007. **§**

PROGRAM EXECUTION

Ms. Wanda Cook, CECW-BD

Construction, General (CG)

Overall CG expenditure performance through May is rated amber, and the Continuing Authorities Program (CAP) is rated red.

CG expenditure performance through May is 97.5 percent. This is 2.5 percent below the goal of expending 100 percent of scheduled expenditures and results in an amber rating for May. However, **we still expect a green rating at the end of FY 99.**

CAP expenditure performance through July is 94.2 percent. This is 5.8 percent below the goal of expending 100 percent of scheduled expenditures and results in a red rating for May. **We also expect a red rating at the end of FY 99 based on current expenditures and realistic projections for CAP execution for the remainder of FY 99.**

Based on expenditure performance through May, **we expect that most Divisions will be able to meet their remaining FY 99 funding needs by reprogramming funds from projects where they cannot be expended this fiscal year to projects that have exhausted their available funds for FY 99.** Nevertheless, we are ready to reprogram funds among Divisions where necessary if all funding sources within a Division are depleted.

General Investigations (GI)

The GI account is 'GREEN' for the 2nd Quarter. However, the **Headquarters projection for this account is 'RED' for Fiscal Year 1999.** The projections are based on the MSC, level and rate, of expenditure history. Requests for additional funds exceed the funds available here at the Headquarters for reprogramming.

Expenditure performance can be enhanced by moving excess funds from those that can't use them to those that can. MSCs with excess funds should be fessing up the excess funds ASAP. Help us make the HQ projection wrong and finish Fiscal Year 1999 with a 'GREEN' expenditure rating. **§**

'PMBP' IS A FOUR-LETTER WORD

Dr. John Singley, P.M.P., CEWRC-IWR-A

The prime finding of the recent Engineer Inspector General (EIG) inspection of Programs and Project Management (PPM) in the Corps is that **the Project Management Business Process (PMBP) is not completely understood by those expected to implement it.**

To correct this condition, the EIG recommends that the PPM education process be enhanced to include guidance on the use of the key elements of the PMBP. In the meantime, **we wish to offer a "four-letter" head start to understanding the PMBP.**

There's no denying it; PMBP is a four-letter word. Count them: **P-M-B-P.** But, **its key elements are really a related set of four-letter words. Here is an outline of the PMBP "dirty dozen", as we see it.**

Need. It is the business of the Corps to satisfy the needs of their customers to the fullest extent possible within policy and law. Delivery of products and services to customers is why the Corps exists as an agency of the federal government. The customer's needs come first.

Work. Project management is about the planning, executing, and controlling of the work needed to meet the requirements and satisfy the needs of the customer. It's about more, but first and foremost it's about the work the Corps does for customers.

Time. Work takes time. A critical part of project management is sequencing and scheduling all of the tasks into which the work is divided in the WBS. The use of this scarce commodity must be carefully planned, monitored, and controlled.

Cost. Work takes money too. In reality, work is the application of resources like labor and materials over time, which costs money. The use of this scarce commodity must also be carefully planned, monitored, and controlled.

Plan. The first step in the integrated management of project work, time, and money is to plan. But, the process also calls for controlling scope, schedule, and cost. This entails monitoring team performance against the project plan and modifying performance and/or the plan accordingly over time.

Role. Everyone has a role to play in the delivery of projects to Corps customers. Their basic duties as part of the project are to focus on customer needs, do work according to plan (by scope, on schedule, and within budget), and be a player on the project team.

Team. The most crucial management tool is the project team. Integrated project planning, executing, and controlling require information based on knowledge of every aspect of the project, including the scope, schedule, and cost to do it. Individual people have this expertise but their effect is multiplied through management as a team.

Tool. Other tools are needed to capture and use the technical and management knowledge of the project teams. Three information system tools are essential: a financial system like CEFMS, a work-resource system like PROMIS, and a scheduling system or Network Analysis System (NAS).

Help. Management tools help project teams with their work—help them plan, execute, and control. But they only help. And they help best when every team member joins in their use. Project Management is a process for the whole team—A to Z.

Skill. Oooopps. No system is perfect and Project management is as much an art as it is a science. But what makes it hum is knowledge, skill and ability. To excel at its use requires education and experience, to gain the knowledge and hone the skills.

Lead. The skill needed to lead the project team is matched in importance only by the team itself. While the role of team leader belongs to the project manager, everyone needs some ability to lead—plus the complementary ability to follow.

Care. Good project management results in customer care. But quality products on time within budget are only part of the equation. Project teams need to serve

their customers with fair and clear procedures in open and honest relationships.

There's only so much one can say with four-letter words you know. But hopefully, **these twelve four-letter words shed some light on that other four-letter word: P-M-B-P.** After all, it is the integration of all of them (and probably others) that make up the process.

You are welcome to suggest additions to the list (four-letter words only please) or comment on the "dirty dozen." to: (john.e.singley@usace.army.mil) §

AVAILABILITY OF THE ENGINEER INSPECTOR GENERAL (EIG) REPORT

Program and Project Management

Mr. Edward P. Racht, CEMP-MP

The Chief of Engineers has **authorized maximum distribution** of the report **within USACE 'FOR OFFICIAL USE'**. I'm sure you are getting requests for copies of the report, as are we. **You may distribute copies of the report electronically (the PDF version) to USACE personnel.**

The Department of the Army IG has authorized the **CEIG (COL Ellis), to evaluate and approve the use of the report by agencies and organizations outside of USACE.** You may forward requests by email to MAJ John Pelogquin or COL Ellis, directly. §

FOSTERING DEVELOPMENT IN THE REPUBLIC OF PALAU

Mr. Joseph Barboo, CEPOH-PP-C

The 53-mile Palau Compact Road (PCR) is a \$149 million dollar project designed and being built for the Republic of Palau (ROP) in partial fulfillment of an international treaty obligation. The intent of the PCR is to foster development in the ROP, the newest member of the United Nations. In the face of challenging technical, political and environmental issues, **the project delivery team has successfully executed the project**, currently under construction. This is a great engineering feat; namely **building a road to U.S. highway standards through thick undeveloped jungle and mountainous terrain.**

The team of Engineers, Surveyors, Archaeologists, Biologists, Lawyers, and Project Manager overcame countless challenges and **succeeded primarily due to their adherence to the Project Management Business Practices (PMBP).** The successful execution of this

project is the result of **great teamwork and partnering between several U.S. Departments and agencies (Interior, State, Defense, EPA, Fish & Wildlife, National Marine Fisheries Service), and ROP President Kuniwo Nakamura and his administration, Palauan state governors and their staffs, and several Non-Governmental Organizations including The Nature Conservancy and the Palau Conservation Society.** These diverse team members created a synergism without which the project could not have been a success.

The Palau Compact Road (PCR) Project has been a challenging endeavor for many reasons: applying US engineering and environmental standards in a highly remote, culturally and environmentally sensitive foreign country; the identification of a road alignment on an undeveloped island that is technically and politically acceptable to all parties; locating acceptable sources of road aggregate where none existed before; identification and removal of WWII ordnance; environmental compliance and securing the rights-of-way from public and private parties in Palau. While the road is being built and subsequent development follows, **Palau's greatest asset, their pristine coastal and reef environment known as one of the natural wonders of the world, will be preserved.** The preservation of Palau's natural environment will be ensured by greatly reducing erosion and sedimentation from the existing dirt roads by permanent ground cover and improved drainage systems (300 bridges and culverts). **§**

ARTICLES OF INTEREST

Other article(s) you may find worth reading:

1. From the magazine, "**PM Network**", **May 1999**.
 - a. "Meeting Commitments", by Fred Erman.
 - b. "Project Reviews-Looking Inside From Outside", by Neal Whitten.
 - c. "Using Project Management To Close The Deal", by D. Allen Young.
2. From the magazine, "**PM Network**", **June 1999**.
 - a. "Finding And Keeping The Best Employees",

Edited by Joanita M. Nellenbach.

- b. "Fred Schwartz, Original Manager", by Bud Baker.
- c. "Climbing To Performance", by Paula Martin & Karen Tate.
- d. "If You Can't Get Their Attention, Go Topless!", by Paul C. Dinsmore.
- e. "How To Run An Effective Meeting", by Neal Whitten.
- f. "Creating And Managing A High-Flying Project Team", by Steve E. Sanders & Steven Pascale.
- g. "Alternatives To Downsizing", by Rick Maurer.
- h. "Relationship Building: A Key Technical Skill", by Ron Rader & Cliff Vaughan.
- i. "Coming Your Way: Maybe Some Pork & Beans", by James Rosenwinkel.
- j. "I Don't Hear You...Because I'm Not Listening. Nobody Is. That's The Problem", by Greg Hutchins.

3. From the magazine, "**Project Management Journal**", **June 1999**.

- a. "Managing International Development Projects-Lessons Learned", by Robert Youker
- b. "Leadership In Project Life Cycle & Team Character Development", by Timothy J. Kloppenborg & Joseph A. Petrick.
- c. "A Learning Framework For Project Management", by Tim Kotnour.
- d. "Critical Chain Project Management Improves Project Performance", by Larry

4. From the magazine, "**Civil Engineering**", **May 1999**.

- a. "The Warranty Alternative", by Jeffrey S. Russell, Awad S. Hanna, Stuart D. Anderson, Patrick W. Wiseley, & Robert J. Smith.

5. From the magazine, "**Civil Engineering**", **June 1999**.

- a. "Design/Build Gains A Foothold In Transportation", by CE Magazine Editor.
- b. "Program Management B.C.", by Craig B. Smith.
- c. "Resolution Solutions", by Steve Pinnell. **§**

YOU MAY CONTRIBUTE ARTICLES OR PROVIDE SUGGESTIONS FOR ARTICLES TO EITHER:

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2. *Programs Management News* is an unofficial publication published in accordance with AR 25-30, The Army Integrated Publishing and Printing Program; Paragraph, Periodicals and Nonrecurring Publications. It is published by the HQ, U. S. Army Corps of Engineers, Directorates of Civil Works & Military Programs, Programs Management Divisions, 20 Massachusetts Ave., NW, Washington D.C., 20314-1000. **§**

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